

JEFFERSON COUNTY HUMAN RESOURCES DEPARTMENT



2011 Annual Report

The Jefferson County Human Resources Department is pleased to provide the 2011 Human Resources Annual Report and the opportunity to share an overview of the department's programs, initiatives and accomplishments. The Human Resources Department strives to provide the highest level of public service and reflects this through focusing on our objective to be a customer service focused Human Resources Team dedicated to being a resource to staff, departments, Board Supervisors and citizens of Jefferson County.

In February, 2011, public entities in Wisconsin began experiencing change that was and continues to be unprecedented. Not only did the "normal" federal and state regulations in employment law areas continue, but the Budget Repair Bill (BRB) fundamentally changed the rights and responsibilities of public sector employers and employees in the State of Wisconsin. With legal issues still pending regarding the Budget Repair Bill, implementation of the new law was and continues to revolve around change and uncertainty, with the recall election hoping to answer the question of going forward, or turn around and go back.

Significant changes and/or accomplishments throughout this past year due to the implementation of Acts 10 and 32 include:

- With the exception of public safety employees, the County is now *prohibited* from bargaining collectively with a bargaining unit with respect to any factor or condition of employment, except for total base wages. In addition, those base wages are capped (unless a referendum authorizes a greater increase). A 2011 agreement of wages were reached with four AFSCME units, granting a one-time .96% payment at the end of 2011.
- Provided on-going communications and question/answer information to employees, including the effective dates of employees contributing to the Wisconsin Retirement System and ceasing union dues from payroll deductions.
- Provided additional information on the County's LifeMatters program to assist employees who may struggle financially or emotionally with the impact of the BRB
- Creation of personnel ordinance HR0520, Grievance Resolution Process, as required by law. This grievance procedure specifically outlines the process for termination, discipline and workplace safety grievances.
- Amendment of Personnel Ordinance HR0360, Hours of Work, Overtime and Compensatory Time. Although the amendments require many employees to follow overtime regulations established under the Fair Labor Standards Act, other various sections (shift differentials, on-call pay, etc) adopted language/practices under former union contracts.
- Attended ongoing trainings/seminars regarding the new regulations and implementation factors

Other accomplishments/goals that time and efforts were dedicated to include:

- Settlement of a three-year contract with represented staff at the Sheriff's deposit, 2011-2013
- Revisions to Personnel Ordinance sections HR0100 ó HR0400, updating over 14 ordinance not influenced by the BRB
- Continued to work with MIS to develop an on-line timekeeping program. This procedure allows employees to enter exceptions (vacation, sick, missed punch, etc.) on-line. The manager then approves or rejects the exception, and the time is then uploaded to our

KRONOS timekeeping system. This helps our office by cutting down on paperwork and data entry and also gives the employee and manager the ability to see the individual's actual time-entry for the pay period, as well as viewing "live" accrual banks.

- Provided training courses on Supervisor Responsibility and other Employment Law issues.
- Provided a Benefits Fair for all County Employees on October 13, including arranging for our Health Department to be a provider with the two major HMOs in Jefferson County's State Health Insurance Program in order to administer flu shots.

The remainder of this report highlights information on the "normal and regular" functions of the HR Department, including Recruitment and Retention, Compensation and Benefits, Training and Development, Employment Law, Employee and Labor Relations, and specific goals for 2012.

Respectfully Submitted,

A handwritten signature in cursive script, reading "Terri M Palm".

Terri M Palm-Kostroski
Human Resources Director

PERSONNEL SUMMARY - The Human Resources Department staff includes: Terri Palm-Kostroski, Human Resources Director; Ellen Braatz, Benefits Administrator; and Tonia Mindemann, Human Resources Specialist. In addition, Tammie Jaeger, Administrative Assistant, provides assistance whenever possible.

In 2011, the Human Resources Department served over 625 employees and elected officials annually in a variety of functions, summarized in the following sections:

RECRUITMENT AND RETENTION - Human Resources supervises and participates in recruitment, interviewing, testing, selection, orientation and evaluations of all employees. In 2011, this included:

- Prepared and placed **65** employment advertisements and job postings, in addition to ads for ongoing recruiting efforts
- Approximately **60** New Employee Orientation sessions were conducted
- **16** 360°-performance evaluations completed, in addition to managing annual evaluations completed on **each** employee
- **55** employees attended new employee orientation
- **82** New Hire reports sent on-line to Wisconsin Department of Workforce Development
- **76** Written Employment verifications were completed
- Administered pre-employment testing to **144** applicants
- Reviewed **463** performance evaluations

Personnel Changes	2009	2010	2011
New Hires	87	79	55
Recalled from Layoff	0	2	0
Terminations/resignations	117	289 (104 w/o CSH)	75
Promotions	13	6	8
Voluntary Transfers	14	6	16
Involuntary Transfers or employees bumped due to another employee laid off	5	7	1
Lay-offs resulting in loss of job	18	3	1
Turnover (Terms/average # employees)	17.93%	45.73%	14.15%
Turnover not considering the sale of CSH	17.93%	15.05%	14.15%
Number of employees (December 31)	731	533	527
Full-time Equivalents (FTE)	608.88	460.1	457.9

COMPENSATION AND BENEFITS - Human Resources also plans, directs, evaluates and explains the employee benefits program, including Health and Dental insurance, the Wisconsin Retirement System, Voluntary Life and Disability Insurance plans, Deferred Compensation, Section 125b plan, as well as vacation, sick and holiday accruals; researches, evaluates and recommends new benefits, including implementation of new benefits; acts as liaison or plan administrator with various insurance carriers and fosters effective relationships with client representatives. The Human Resources Department coordinated the FOURTH annual Benefits Fair with representatives from a majority of our benefit providers. With the cooperation of the Health Department, a flu clinic was also set up during the benefits fair for employees.

1. LIFEMATTERS (EAP)

- Utilization was down slightly from 2.9% to 2.4%
- **11** employees and/or family members and **2** managers/supervisors/HR staff accessed LifeMatters services, while an additional **50** employees used the self-help tools on the Empathia website

2. RECLASSIFICATIONS

- **7** requests (affecting **7** employees) processed
- **6** requests were successful (**6** employees affected)

3. STEP INCREASES

- **170** employees received pay step increases, in addition to the annual adjustment made to all employees at the beginning of the year.
- Computed **460** longevity payments, for a total of **\$106,526.10**
- **25** employees received Contingency pay or increase in Contingency pay

4. SALARY SURVEYS

- Participated in **2** Salary surveys and EEO (Equal Employment Opportunity) reporting requests

5. DEFERRED COMPENSATION

- Coordinated **3** on-site meetings with Nationwide, the County's deferred compensation administrator

6. HEALTH and DENTAL INSURANCE

- Completed **289** Health and Dental insurance related transactions for employees and family members

7. WISCONSIN RETIREMENT

- Enrolled **35** employees into the Wisconsin Retirement System

8. ACCRUED BENEFITS

- Exclusive of Countryside, **20,371.94 hours** of sick time used that was NOT covered under FMLA, costing the County approximately **\$564,635.90**, inclusive of WRS and FICA. This does NOT include lost productivity or overtime. This computes to an average of **46.83 hours PER** eligible employee or nearly **6 days**.

TRAINING AND DEVELOPMENT. In the fall of 2011 MATC 17 hours of training over four separate days. This training was provided to all department heads.

Schedule & Location:

- **June 10, 2011 – “Performance Evaluation Basics”** A presentation was given to over 20 Human Services supervisors and managers regarding the performance evaluation process at Jefferson County. The presentation was given by Tonia Mindemann, HR Specialist.
- **October 4, 2011 – “Essentials of Leadership”** Four hours of instruction presented to 16 department heads.
- **October 11, 2011 – “Turning Conflict Into Collaboration”** Four hours of instruction presented to 18 department heads.
- **November 8, 2011 – “The Courage to Coach”** Three hours of instruction presented to 11 department heads
- **November 28, 2011 - Personal Change and Organizational Change”** Six hours of instruction presented to 15 department heads

EMPLOYMENT LAW

- **Americans with Disability Act and Americans with Disability Act Amendments.** Ensure compliance with the Federal and Wisconsin regulations governing Disabilities in the Workplace. Assisted in 4 reasonable accommodations for employees.
- **COBRA.** Complied with 62 Cobra notifications.
- **Fair Labor Standards Act (FLSA).** The FLSA establishes minimum wage, overtime pay, recordkeeping, and child labor standards affecting full-time and part-time workers in the private sector and in Federal, State, and local governments. **The Human Resources department manages employee time-keeping system and ensures accurate time-entry into payroll/HR system.**
- **Family Medical Leave Act (FMLA).**
 - 113 employees used their protected rights under Federal and/or State FMLA. 37 of these employees were Countryside employees from January to June, 2011.
 - 16,984.18 hours of protected FMLA leave was used, about 8.1 FTE! This is an up from last years 16,414 hours of protected leave, about 7.9 FTE.
- **Harassment and Discrimination laws.** Investigated 4 harassment complaints.
- **HIPAA (Health Information Portability and Accountability Act.** Ensure compliance with new regulations as it pertains to employees health, dental, long-term care insurances and the LifeMatters (Employee Assistance Program).
- Attended 1 unemployment hearings.
- **Uniformed Services Employment and Reemployment Rights Act (USERRA).**
 - 5 employees were on Military leave at some point in 2011, consisting of 2983 hours.
- **Workers Compensation.** Administers and coordinates back-to-work programs and assists with investigations to prevent Workers Compensation fraud.
 - Received and managed 20 Reportable First Report of Injury forms.
 - 154 days employees did not work.
 - 68 days of light duty or restricted duty.

EMPLOYEE AND LABOR RELATIONS - Human Resources participates in labor negotiations with Jefferson County's 5 unions (4 AFSCME groups and 1 LAW), also taking a lead in investigations of grievances and complaints.

- 5 union grievances received
- 1 grievance arbitrations filed. All settled either prior to or in mediation process
- 5 disciplinary investigations completed
- 14 changes to the Personnel Ordinance Handbook

GOALS FOR 2012

1. Review of Personnel Ordinances. There are two sections of the Personnel Ordinance remaining to be reviewed and updated (the first four sections have already been reviewed and updated in March, 2012). In addition, there are approximately 15 new personnel ordinances that need to be written, such as a light duty policy, layoff/recall procedures, workplace violence policy.
2. Complete implementation of an on-line, time-keeping entry system. As one of the goals outlined in the operational study conducted in 2008, the HR department has started, and will continue to move forward with the objective to streamline and automate employee time-keeping processes. Over half of the Courthouse departments are able to enter "exception notices" (i.e. vacation requests) on-line, which is then approved by the supervisor and updated in "real time".
3. Continue additional training opportunities for staff (minimum of five topics annually). In addition to continuing to provide training opportunities, there is a need to encourage, motivate or convince different levels of supervisors to attend and promote these training sessions.
4. Complete on-line application process. There is much more to the recruitment process than running an ad, interviewing candidates and making an offer. The reporting requirements alone can consume nearly 3 hours per week of staff time. With the assistance of MIS, we hope to complete an on-line application process, which would automate some of the mandated tracking, retaining and reporting requirements. This program will also make it easier for supervisors to review applications at any time.
5. Instill workplace wellness initiatives, both Countywide and as needed by individual departments. Providing employee with voluntary health lifestyle initiatives can be implemented countywide, while other initiatives, such as "warming up" in the morning, may be more appropriate for more physically enduring departments.